



California Solar Initiative

**Interim
Marketing & Outreach
Plan - PY 2010**

January 22, 2010

California Solar Initiative CCSE Interim Marketing & Outreach Plan – PY 2010 Table of Contents

Introduction 3

Program Background..... 3

Statewide Coordination – Cooperative Marketing Efforts 3

Newsletter: Stakeholders (monthly ongoing collaboration)..... 4

New in 2010 PACE, CREBs and other programs – training, workshops, outreach 5

Primary Interim Marketing & Outreach Activities and Materials 5

 Training & Education..... 5

 Installer Training 6

 Supply Chain and Customer Education & Outreach 6

 Targeted Marketing Activity in Lieu of Bill Inserts 7

 Direct Mail..... 7

 Radio – Public Service Announcements 8

 Television – Public Service Announcements..... 9

Ongoing Activities 10

 Collateral 10

 Brochures 11

 Fact Sheets 11

 Video 11

 Online Training Sessions and Resources 11

 Bundled Outreach 11

 Alliances and Co-Promotions 13

 Interactive Outreach – Web Enhancements..... 14

Solar Map 14

MASH..... 15

M&O-related Labor Allocation – Methodology 15

M&O-related Labor Allocation Table 16

Budget 19

California Solar Initiative CCSE Interim Marketing & Outreach Plan – PY 2010

Introduction

This document outlines marketing activities and materials that the California Center for Sustainable Energy (CCSE) proposes to utilize during the 2010 calendar year to implement its administrative responsibilities for the California Public Utilities Commission (CPUC's) California Solar Initiative (CSI) in the San Diego Gas & Electric (SDG&E) service territory. The CSI provides financial incentives to utility customers for the installation of new photovoltaic systems in commercial, government and existing residential applications. CCSE is the Program Administrator and implementer for CSI within the SDG&E service territory.

In accordance with Appendix A to Decision 0705-047 (D.07-05-047, referred to subsequently herein as the Decision), we submit this plan on an interim basis, subject to Energy Division staff review and approval in consultation with the assigned Commissioner. The plan outlines a broad array of activities that will allow CCSE to train key industry stakeholders as well as introduce and promote the CSI to prospective market participants, customers and the community at large.

CCSE submits this Interim Marketing and Outreach Plan for 2010, which focuses primarily on activities specifically called out in the Decision and Guidelines for California Solar Initiative (CSI) 2010 Interim Marketing and Outreach (M & O) Plans, provided by the Energy Division in December 2009. The plan highlights defined goals and activities for 2010, including best practices and lessons learned in 2009. At the same time, we recognize that implementation strategies may evolve as the program proceeds in response to the needs of the marketplace and specific customer feedback.

Program Background

In January 2006, the CPUC issued Decision 06-01-024 (D.06-01-024), which adopted funding levels and sources for the California Solar Initiative (CSI). Incentives for residential retrofit, commercial and government/non-profit photovoltaic projects previously funded within the Self Generation Incentive Program (SGIP) and California Energy Commission Emerging Renewables Program (CEC ERP) are being funded through the CSI as of January 1, 2007. Residential new construction projects are accommodated through the CEC New Solar Homes Partnership (NSHP). CCSE began administering the Multi-family Affordable Solar Housing (MASH) program in the SDG&E service territory following the Decision in October, 2008. CCSE received a decision on January 21, 2010 for the implementation of the Solar Thermal program to begin. Since the CSI program inception, CCSE had processed 4,224 applications, which total 61.1 MW in capacity. In the SDG&E territory in which CCSE is the program administrator, 26.3 MW of solar have been installed using a CSI rebate, or 15% of the 179 MW CSI goal for this region. In terms of progress toward the CSI goals for each IOU territory, CCSE and PG&E have the most applications in the processing stage and systems installed. CCSE is leading in the non-residential sector in terms of percent progress toward our overall goal.

Statewide Coordination – Cooperative Marketing Efforts

According to the Decision, up to \$5 million per year will be available for coordinated state-wide marketing and outreach. Whether these funds will be directed by the CPUC or channeled toward regional efforts through CSI Program Administrators (PAs) will be determined at a later date in Phase II of this rulemaking. In the interim, the Decision specifies that each PA dedicate \$500,000 to deliver marketing and outreach, focusing on program information for consumers and installers and training for installers.

CCSE is eager to collaborate with the other CSI Program Administrators (CSI PAs) to leverage marketing resources where possible. This year, planning of statewide M&O includes coordination among the PAs for ongoing projects, such as the CSI newsletter and trade show participation, and a proposed cost-sharing methodology for additional collaborative projects. Subject to approval, to avoid co-funding agreements, PAs will divide costs in 2010 by each taking the lead on collaborative projects of equal cost (e.g. the newsletter and trade shows).

Other collaborative activities will include sharing and streamlining collateral materials to leverage opportunities for co-branding and executing communications with key stakeholders through CPUC-mandated informational materials (such as the monthly newsletter) on an ongoing basis. Together with the other PAs, we will avoid duplication of materials produced at the statewide level. CCSE will contribute to and leverage branding materials that are developed for state-wide use and will set aside some budget to be used in cooperative efforts if possible and allocated to alliances and co-promotions with other parties if the PAs do not agree on further efforts.

In the interest of promoting an integrated approach to solar outreach in the state, CCSE plans to promote the *Go Solar, California!* suite of program offerings including NSHP, SASH, MASH, RD&D, and CSI-Thermal. CCSE intends to coordinate with all PAs and work with SDG&E to create a fact sheet or collateral piece such as a two-sided solar/energy efficiency information handout for distribution at SDG&E and CCSE events. In 2010 CCSE will work intensely to integrate messaging across relevant programs and with the increasingly diverse core energy stakeholder groups of the region and state. We will work closely with SDG&E to coordinate messaging and collateral with the NSHP, for example, and will make every effort to work with the broadest array of available DSM programs by planning cross-promotional activities with SDG&E Energy Efficiency, Savings by Design and Smart Meter initiatives.

Importantly, as various landmark energy-related initiatives—a new portfolio of ratepayer-funded efficiency programs; various aggressive state and federal whole-house efforts; ARRA-funded building retrofit opportunities; and property-assessed clean energy (PACE) finance programs—roll out and scale up beginning in Q2, CSI outreach will coordinate and integrate messaging wherever possible. CCSE is in a central role in several of these efforts, and so is in an excellent position to ensure effective incorporation of solar messaging into these efforts as they emerge. These themes have clear statewide resonance, and CCSE is eager to work with Energy Division to craft higher-level messaging that will serve to inform and strongly orient the solar marketplace during this unique period of innovative and integrative change.

Newsletter: Stakeholders (monthly ongoing collaboration)

Point 3.e. of Appendix A specifies that the CSI Program Administrators “coordinate on one monthly electronic newsletter” to keep all stakeholders informed on CSI program details. The CSI Newsletter will continue to be a single newsletter designed to support all PA activities and inform key stakeholders on program developments. The newsletter contains facts and details about the entire CSI program, but will also include important program updates on the MASH and Solar Thermal programs. In addition, it contains direct links to the PA’s information on upcoming workshops in the various territories and highlights a local solar installation in the feature photo in each edition. Now seasoned in managing the monthly process, CCSE plans to continue leading the collaboration and production of the CSI Newsletter. The other PAs have agreed to offset production costs incurred by CCSE by covering an equivalent amount of CSI trade show costs.

New in 2010 PACE, CREBs and other programs – training, workshops, outreach

A number of interesting and relevant initiatives will impact the solar marketplace in 2010. In particular, we will see the rollout of property-assessed finance programs based on AB 811 and related municipal instruments; increased interest in programs under AB 1969 participation and AB 2466; and the utilization of a very large volume of Clean Renewable Energy Bonds (CREBs) that were allocated by the IRS in 2009 to California and particularly to the San Diego region. CCSE will be working with the market to ensure proper understanding of these respective developments and their implementation as it relates to the California Solar Initiative. There is clear value in market actors knowing the landscape centered on the CSI, including the various options available to a given project. 2010 will undoubtedly bring new legislative initiatives that will impact the CSI, MASH and Solar Thermal programs and their direct stakeholders; CCSE will conduct stakeholder workshops and training sessions to educate interested parties as they emerge. Finally, we will include throughout our education efforts the core message of energy efficiency as a natural partner with solar. This effort builds and expands upon the success of previous workshops such as Reduce Then Produce, which we held in September 2009.

Primary Interim Marketing & Outreach Activities and Materials

CCSE will continue to meet the requirements of the Decision as stated in Appendix A, which specifies a number of activities and outreach materials to be included in the Interim Plans, including installer training, brochures, fact sheets, bill inserts or other direct mailings, application training video and web-based seminars. We describe each of these below to target and activate specific customer and industry segments.

Training & Education

The 2010 budget for trainings and education will be increased from the budget for 2009, in response to strong feedback from both stakeholders and customers--this is an area that is repeatedly mentioned as a great service, and an area where we learn from the community and thereby refine marketing and outreach efforts going forward.

CCSE provides workshop evaluations to all training and education participants and reviews these after each workshop. These evaluation forms provide opportunity for participants to opt into receiving notification of upcoming workshops and other CCSE news.

In Q4 of 2009, CCSE followed up with a survey to the year's registered participants in the Solar for Homeowners workshop to ask if those participants had installed solar since attending the workshop and to assess their experience with CCSE. Of those who responded, 28% have or are in the process of installing solar. The remaining 72% have not yet installed solar and cited a variety of reasons, most notably financial with 36% saying it was too expensive and 28% citing concerns over the economy. In 2010, CCSE will conduct and analyze workshop participant surveys of a sample of participants on a quarterly basis. We expect this frequency to improve response rates and inform ongoing training and education.

In 2010, CCSE will continue to log workshop evaluations and will utilize this feedback systematically to measure participant satisfaction, improve content and better understand what brings participants to these sessions.

CCSE has begun to expand trainings outside of CCSE's Energy Resource Center, and will be doing more work in diverse locations of the region in 2010. Taking workshops directly to groups of installers and prospective solar customers is a powerful outreach tool and allows CCSE to spread the CSI message to established groups through their ongoing periodic meetings. This action will be part of our escalated bundled outreach activity as outlined later in this plan.

Installer Training

At least one monthly installer training is called for in point 3.c of Appendix A of the Decision. CCSE currently conducts regular, monthly installer trainings and has already covered the majority of topics listed below, but sees a need for ongoing trainings in these areas.

CCSE staff delivers educational material, and expert facilitators are utilized where necessary. Sessions are often planned in coordination with the other PAs in order to promote consistency across the three territories. The PAs, in conjunction with the CPUC, are working on developing consistent training materials for all regions to use.

2010 training will include a wide array of topics, both existing subjects of continued relevance and new sessions designed to address specific market barriers and opportunities. For example, permitting is an evolving topic that merits ongoing attention. The City of San Diego is in the process of revamping its permitting process in response to continued strong PV project flow and to streamline permitting for PACE applicants, with CCSE’s collaboration. More than 50% of CCSE’s CSI applications derive from the City of San Diego, so these developments merit a regular installer workshop that directly involves City permitting officials. Additionally, we will work regionwide with the various cities’ permitting officials to drive collaboration on permitting best practices. Other topics may include, but are not limited to:

| | |
|--|--|
| CSI Process | Integrating Energy Efficiency into PV contractor business models – how and why to sell both |
| Online Powerclerk training utilizing Webex or other similar tools | Power Purchase Agreements for the Commercial Marketplace |
| Sales and Marketing Ethics | Solar Shading |
| PV project development and finance for public facilities | Non-PV solar technologies and the CSI |
| Permitting Optimization including How to Fast Track in San Diego | Targeted commercial customer workshops such as solar for schools, government, military, |
| Interconnection Best Practices and Requirements | Best Practices for Customer Satisfaction |
| Technology – micro-inverters, concentrated solar etc. | Metering topics including technical requirements, performance data providers and performance monitoring and reporting services |
| Solar & Efficiency Financing Options for Installers, Businesses and Homeowners | Permitting Best Practices for City Officials |

To address interconnection in 2010, CCSE will seek to hold a few workshops for installers with SDG&E interconnection staff, about best practices and improvement opportunities. Also, CCSE plans to conduct a focus group of local installers to better understand how to support their marketing efforts for achieving improved market penetration, unlock the potential of the new financing programs in the region, and support improved integration of energy efficiency measures.

CCSE is directly involved in the administration of San Diego’s PACE program and will focus considerable effort on helping the marketplace take advantage of this potentially large new source of project capital. CCSE will hold workshops for installers and the residential and commercial sectors detailing this and other funding opportunities and how they work.

Supply Chain and Customer Education & Outreach

In addition to providing installer training, CCSE offers monthly homeowner workshops as well as regular workshops geared at business and municipal stakeholders. These CSI-related workshops and events have broad appeal and are important to support various facets of the

solar market, from encouraging new entrants to the solar industry to enabling demand for PV by educating homeowners and business decision makers about solar energy and their CSI options. Examples include, but are not limited to, the following:

| | |
|--|--|
| Co-sponsorship of third party workshops | Components of a PPA |
| Solar for Homeowners (monthly workshop) | Commercial Solar Case Study |
| Solar for Real Estate Professionals | Sustainable Energy Week and Solar Energy Month Workshops |
| Solar Industry and Job Search Essentials | Reduce Then Produce |

Targeted Marketing Activity in Lieu of Bill Inserts

Point 3.d. of Appendix A of the Decision directs CCSE to propose “other independent mailings or target marketing activities in lieu of a bill insert.” In 2009, CCSE utilized four methods for large scale notifications to potential solar customers with mixed results. These included: 1) Web-based outreach, 2) bundled outreach, alliances and co-promotions, 3) advertising including radio, television “public service” announcements, newspaper and magazine and 4) digital direct mail. Some advertising avenues worked quite well in driving traffic to the CCSE CSI website, while others were more brand awareness vehicles that did not drive measurable traffic results. Performance analytics for these methods are covered in detail in the corresponding subsections of this plan.

In 2010, CCSE will explore targeted marketing opportunities with SDG&E regarding direct mail or email to a pre-selected customer list, and will seek opportunities to collaborate with SDG&E on communicating the benefits of going solar and the CSI program to SDG&E customers, particularly as it relates to integration with energy efficiency. CCSE will also seek other cooperative digital direct mail blasts with organizations that are likely to have pre-qualified members such as the Water Conservation Garden and Stand for Less, and will seek collaboration with cities participating in PACE programs to co-sponsor direct mail and/or inserts into other utility bills such as water or waste. These efforts will educate consumers about the benefits of solar and energy efficiency, their financing options and the CSI itself. CCSE anticipates similar bill point and collaborative strategies for the Solar Thermal program as well.

Direct Mail

In 2009, CCSE opted for digital direct mail in place of direct mail in order to try a new format that was both more environmentally friendly and easier to disseminate in order to drive the *Go Solar, California!* brand.

Digital direct mail eliminated the need for a physical mailing address and provided clear tracking advantages. Indeed digital direct mail was one of the most effective marketing tactics implemented in 2009 in terms of driving visitors to the CSI CCSE website. Four digital direct mail blasts were sent in August and September driving 1428 unique visitors to a workshop registration page on the CCSE website. However, these visitors did not sign up for workshops, indicating the design and content of the landing page did not move them to take action. Thus, we intend to test digital direct mail further in 2010, with particular attention to driving action on the landing page. We will consider A/B landing page tests sends, in which we drive traffic to two different landing pages to see which converts better and we will closely monitor all interaction on landing pages throughout the year. With streamlining of the sign up page, digital direct mail could be an even more effective method to drive new attendance to workshops.

In 2010, CCSE proposes another round of four digital direct mail pieces, with a landing page testing and redesign with the measurable goal of additional workshop registrations. CCSE

intends to make the landing page appealing and user-intuitive by simplifying the primary choices for the user: a link button to the CSI, a simple obvious button saying “click here to register.” The landing page will also contain images and a few workshops related specifically to the intended audience and the option of signing up for the Weekly Roundup (the weekly workshop e-blast) and/or to receive more solar related information (e.g. the CSI newsletter or solar information materials). CCSE will monitor sign up rates with each send and continue to improve the landing page to maximize sign ups.

CCSE aims to reach qualified consumers and, therefore, proposes one highly targeted direct mail campaign for 2010. Based on our experience, CCSE anticipates best responses from pieces that provide actionable messages to highly specific segments of the marketplace (e.g. demographics that make sense for going solar (e.g. home owner, income, geographic location, etc.). CCSE recognizes the importance of collaboration with SDG&E and, per Energy Division guidance, will revisit the development of a coordinated direct mailing to customers who fit a certain demographic profile. For example, a “reduce then produce” energy efficiency and solar mailer could be sent to customers have participated in EE programs in the preceding year.

Alternatively, we propose creating a targeted direct mail piece for customers partaking in energy efficiency outreach by mailing to the existing Energy Resource Center calendar list and/or working with local municipalities and water agencies for targeted distribution. CCSE will also venture to leverage partners’ marketing lists such as the World Trade Center San Diego or Chamber of Commerce for targeted direct mail marketing.

Radio – Public Service Announcements

CCSE continued radio advertising for the 2009 CSI program cycle with the addition of a new angle. In 2009, CCSE purchased radio advertising on KIFM, KSON and CBS owned radio stations SOPHIE and KYXY. Traditional radio advertising on KIFM and KSON at various times of day was supported by an interactive web based radio campaign on SOPHIE and KYXY called Eye on Green. The Eye on Green campaign offered a web landing page, or microsite, dedicated to solar messaging and supported by traditional on air advertising on the two radio stations plus streaming online ads on Yahoo! and AOL. The radio station websites also provided banner ad links to Eye on Green.

Radio ads and streaming web ads drove listeners to interact with the Eye on Green website, the *Go Solar, California!* website and the CCSE CSI webpage for various prizes including a solar prize pack. The Eye on Green website contained video, recorded testimonials and a solar contest quiz for prizes that prompted visitors to go to the aforementioned websites to find quiz answers.

In short, the Eye on Green campaign was the most measurably successful radio advertising we have undertaken and drove a large number of visitors to the CCSE CSI webpage in 2009. In total, 21,680 unique visitors arrived at the CSI webpage due to radio advertising efforts, visiting a minimum of 3.5 pages for a total of 2.50 minutes. Radio advertising resulted in seven workshop registrations and the Eye on Green campaign engaged new potential solar customers by driving them to the solar websites to learn about solar in order to answer quiz questions.

CCSE sees the primary benefit of radio as a branding and awareness mechanism for the *Go Solar, California!* brand. Over the course of the 2009 radio campaign, the CSI program was mentioned on air 9090 times ranging from 15 second promos to 60 second radio ads and benefited from 15 second streaming video on radio station websites. Further, CCSE leveraged radio ad buys as part of an effective radio media outreach plan, resulting in CCSE’s solar subject matter experts giving radio interviews on 6 different occasions.

In 2010, CCSE would like to continue radio advertising with an emphasis on working with the vendors to gain CSI participants and ongoing CSI community members. In a struggling economy where companies are pulling back on advertising spend, radio stations are more creative in their service offerings and are looking to add value to clients by helping them gain customers. Radio campaigns can now be designed to include interactive web components and contests that drive listener participation. Recent marketing research indicates that people are motivated by “what’s in it for me.” With this in mind, CCSE is setting a goal with radio campaigns to involve web contests for points, where qualified (homeowner) contestants earn points for attending energy efficiency/solar workshops (e.g. “reduce then produce and solar for homeowners.”).

These and other ideas can help engage a new, qualified audience that would not otherwise be reached. For 2010, CCSE proposes two radio ad buys both focused on interactive web based campaigns including radio ads, web ads, contests and points earned for attending CSI events, workshops and by answering questions found on web pages deep within the CCSE CSI and *Go Solar, California!* websites. CCSE can design specific, targeted messaging on these sites and at these workshops to address energy efficiency in relation to solar and key, regional market barriers to going solar such as financing, permitting increases, etc.

Television – Public Service Announcements

In 2009, CCSE continued television advertising. For 2010, we propose to allocate these dollars elsewhere.

TV PSAs are primarily intended for branding awareness with the hope that viewer will act on the call to action to visit the website. In 2009, CCSE aired traffic sponsorship announcements through Metro Networks on four local TV stations (KFMB, KUSI, KSWB, XETV) during local news segments with a 10-15 second audio clip similar to our radio messaging and included static visuals showing the *Go Solar, California!* brand and CCSE websites. The TV PSAs aired 356 times delivering 6,075,613 gross impressions to adults between the ages of 35 and 64. CCSE negotiated for pro bono over delivery for the ads to run more frequently than the purchased schedule. The scale of brand awareness achieved with these is not measurable, but we do know that 84 web visits were generated as a direct result of TV ads and the visitors stayed on the site an average of 2.8 minutes reviewing 2.65 pages. CCSE also purchased air time for the *Go Solar Now* video to run on Cox Cable Network Video on Demand. The campaign included a free 30 second PSA driver and call to action resulting in 763 unique views of the video since the program inception in October, with each viewer watching for an average of 5.01 minutes of the 6:18 minute video. The campaign runs through March. Gosolarcalifornia.org is the video’s call to action.

CCSE also arranged for the *Go Solar, California!* video to air on the City TV channel for free and received local TV coverage for Solar Energy Week, the San Diego Solar Map launch event, and in TV news reports related to solar totaling 19 TV appearances throughout the year.

It was difficult to determine exact ROI for TV campaigns due to messaging that sent viewers to the gosolarcalifornia.org website. CCSE has a goal to create a standard method of communication on ROI for campaigns directing the public to the *Go Solar, California!* website and proposes to work more closely with Energy Division to develop the proper monitoring protocols to understand impact of regional or local efforts on traffic to the statewide site. This active collaboration will help CCSE refine future advertising campaigns for maximum effectiveness.

CCSE proposes repurposing TV budget allocation in 2010 to broaden distribution channels for

driving the *Go Solar, California!* brand with pre-qualified customers through more targeted bundled outreach efforts addressed later in this plan.

Newspapers and Magazines

CCSE optimized print advertising in 2009 by negotiating free advertorial and digital direct mail to complement print ads on various campaigns. A combination of newspaper and magazine advertising in 2009 produced a better return on investment than TV, but drove fewer visitors to the website than other advertising methods like web-enhanced radio. However, visitors from print converted to workshop registration at a higher rate than those compelled by other forms of advertising. Print drove a conversion rate of 1.3% with 13 registrations from 1091 web visits and an average time on the site of 1.29 minutes and 4.85 page views per visit.

CCSE optimized newspaper and magazine exposure through public relations efforts. Relationships with the local media, annual special events, the CCSE public affairs team, solar subject matter experts and other organizational assets have positioned CCSE as the go-to organization locally for solar related information. CCSE received coverage relating to the California Solar Initiative, solar or quoting one of CCSE's CSI subject matter experts in 59 publications in 2009.

In 2010, CCSE would like to continue limited targeted print advertising combined, when possible, with corresponding digital direct mail. Knowing that digital direct mail blasts perform well and print advertising performs well in driving traffic to the website, CCSE is setting a goal to launch combined digital direct mail and print campaigns with ROI tracking to test messaging and improve workshop, conference and email opt-in conversion rates. Our goal is a 3% conversion rate from print/e-blasts.

Midway through 2009, CCSE hired a full-time copywriter and media specialist who supports CSI with a portion of his time. In 2010, he will continue to issue press releases and otherwise promote solar developments through free newspaper, web and magazine articles. He will also take a more proactive, strategic media approach and package and pitch stories to the media outside the scope of standard events, milestones and otherwise reactive opportunities. In 2009, CCSE managed PR and media outreach through the advertising budgets for each medium. In 2010, we have allocated a specific earned media budget for this proactive work. CCSE follows a similar strategy for all *Go Solar, California!* programs under its administration.

Ongoing Activities

Collateral

In 2010, all collateral will continue to reflect the following items as set forth in the Decision:

- Define the role of the CSI Program Administrators in the Commission's CSI program;
- Reference and direct to gosolarcalifornia.com;
- Maintain consistent look and feel of the *Go Solar, California!* materials;
- Increasingly feature the role of Energy Efficiency as it pertains to CSI
- Reference CPUC role and ratepayer funding.

CCSE is setting a goal to create additional pieces for the following topics: energy efficiency "reduce then produce," solar fraud awareness and various topics related to solar financing. CCSE will collaborate with other programs like the NSHP, MASH, SASH and RD&D on collateral items where applicable. We will also collaborate with SDG&E demand-side programs' ME&O members for cross promotion in communication with target customers and provide collateral for their outreach and training events. CCSE also intends to create Solar Thermal fact

sheets and collateral reflecting program messaging needs as part of that program's M&O and will cross-reference the two programs as makes sense.

Brochures

A fresh, new brochure outlining the basic components of the CSI program will be developed and distributed. CCSE will update the CSI brochure to include recent language reflecting the current climate and trends in the CSI program for the SDG&E service territory. We will also include information about the federal tax credit and weave in the message of the importance of energy efficiency in going solar. The brochure will encourage people to visit our website and gosolarcalifornia.com, call for assistance and attend workshops to get the latest information.

Fact Sheets

CCSE plans to create at least two new fact sheets in order to address different informational needs within the marketplace: energy efficiency and solar; and consumer awareness—i.e. recognizing and avoiding unethical business practices. CCSE also anticipates a need for additional printing and possible updating of commercial and residential solar fact sheets. Installer fact sheets were revised in 2009 and are in place for 2010.

Video

CCSE produced the Go Solar Now video in 2009. The video is currently running on the CSI page of the CCSE website, on YouTube and on Cox Video on Demand. The video currently links between CCSE and YouTube and has registered 299 hits since mid year (July) when the video was placed on the sites. CCSE does not intend to create another PV video for CSI in 2010, but will continue to use and point traffic to this existing video.

Online Training Sessions and Resources

In 2010, CCSE has a goal to further develop a series of internet-based training resources that will help broaden our reach. Live trainings require the installers to decide between conducting their primary business and attending a specific training at our location on a given date at a specific time. Usage of the Internet to deliver similar trainings allows the installers to receive the necessary training at any time and any location with internet access. This is a substantial and necessary service for CCSE to support its growing installer customer base.

These internet trainings will supplement live trainings. Content delivered via the web is both viewable and listenable by the participants. Live trainings will be recorded via the service and posted to the CCSE website. This will also allow attendees to participate in the training live and then review the entire training at a later date. Outreach to let installers know about these webinars will be included.

Bundled Outreach

CCSE handles many programs and events relevant to the existing CSI marketplace and has an outreach team that spends about 1200 hours per year in the community speaking with residents and business owners about energy efficiency, renewable energy, alternative fuels, green building and climate change. CSI is the most asked about program in our outreach efforts and during these events, the team answers more questions about solar and the CSI program than any other. Also, more CSI materials are handed out than any other program materials regardless of the type of event. In 2009, pre-qualified consumer outreach occurred throughout the year at a variety of events including Earth Day events, home shows, community sustainability events, trade shows, the San Diego Auto Show and about fifty others.

In 2010, CCSE will allocate resources to ensuring that CSI is fully represented at each of these events and will train the outreach staff to answer more in depth questions and better identify where people are on the path to solar so they can quickly move them to the next step. The team

will document the number of customer touches in all related events, drive workshops and newsletter sign ups and will distribute CSI collateral, CSI fact sheets and references to gosolarcalifornia.org whenever possible to maximize exposure and minimize cost. CCSE will also seek speaking opportunities for the team wherever possible to maximize reach. CCSE will apportion to CSI a percentage of the costs of this bundled outreach to be shared across all CCSE programs.

In 2009, CCSE also hosted several community events in which CSI was prominently featured. These events provided an excellent platform for CSI messaging. For example, Solar Energy Week is the premier annual event promoting renewable energy in San Diego, bringing solar contractors, homeowners and business owners together with a week-long series of workshops and events all dedicated to highlighting solar and the CSI. The week launched with Family Solar Day, followed by the Solar Conference, Commercial Solar Tours and the Solar Homes Tour, a collaborative effort with the American Solar Energy Society.

CSI played a prominent role in Solar Energy Week offering subject matter experts, program information and solar signage to spread awareness. For example, the CSI team served as panel members in forum discussions and provided workshops at the Solar Conference. The conference provides a place of deeper dialogue for the local and extended solar community once a year, giving everyone a chance to learn about new technologies, discuss ways to break down market barriers and network to grow the marketplace. In 2009, the majority of attendees were from the region, but the conference also drew attendees from as far as Boston and Mexico and a number from the wider California region. The Solar Conference hosted about 500 attendees. A satisfaction survey of about a quarter of the attendees indicates that about 25% were contractors, 17% engineers, 14% building owners and facility managers, 11% educators and 8% architects and designers with the remaining 25% a smattering of *other*.

CSI was also represented strongly at Family Solar Day with distribution of collateral, the Go Solar Now video and interactive and visual displays of solar photovoltaic products.

CCSE's other bundled outreach events of 2009 included CCSE's special events: The San Diego Excellence in Energy (SANDEE) awards, a green building expo, Street Smart San Diego and a two-day commercial and residential Sustainability Fair. All of these events reach all three sectors of our target markets: business customers, residential solar consumers and solar contractors.

In 2010, CCSE plans to hold Street Smart and a new event, Sustainable Energy Week. Sustainable Energy Week is a natural evolution of Solar Energy Week designed to better propel the message of total home or building performance by integrating energy conservation and efficiency and distributed generation, especially solar. CCSE expects CSI to play a significant role in the education and outreach for this event, providing subject matter experts for workshops and tabling, signage, collateral on CSI, energy efficiency and funding opportunities and visual displays. In addition, CCSE intends to use Sustainable Energy Week as a promotional vehicle to improve regional awareness of the statewide Solar Energy Month held in October. CCSE will utilize *Go Solar, California!* branding on Sustainable Energy Week and Solar Energy Month collateral and advertising, provide links joining the two websites and offer workshops during October as part of Solar Energy Month offerings and promotion.

Also in 2010, CCSE has a goal to broaden distribution channels to drive awareness of the CSI program and the *Go Solar, California!* brand by collaborating directly with local communities. In addition to continuing the successful alliances and co-promotions of 2009, CCSE will pursue CSI outreach opportunities with neighborhood events that will be developed through homeowner associations and neighborhood organizations. HOAs have been cited by a small

but significant percentage of workshop participants as a barrier to solar installation, so this outreach is intended to educate these communities about solar and get them excited about its specific benefits. CCSE plans to launch this series of events in June with a community festival in a San Diego neighborhood that will highlight solar, as well as energy and water efficiency, through workshops and home tours. If this event is successful, a series will be implemented in other targeted “solar ready” communities throughout the year. This concept is designed to educate residential homeowners about the relationship between energy efficiency and solar and provide a unique opportunity to address market barriers such as financing by providing information regarding new city and county funding opportunities. CCSE will coordinate this effort with the suite of *Go Solar, California!* programs under its administration, as well as other related programs such as PACE programs in cities throughout the region and potentially energy efficiency programs, such as the SEP Residential Retrofit program.

Alliances and Co-Promotions

CSI has reached a phase in the program that has allowed for already established solar contractors, who have been familiar with CEC’s ERP Program and the CPUC’s Self-Generation Incentive Program, to become established in their business practices and financial infrastructure. These contractors have experienced the growing pains of a new industry and a new business and have benefited from these learned experiences. Building upon ten years worth of solar programs in the State of California, we now have an industry that has sustained itself and has attracted outside players who understand how prosperous a solar electric business can be. Now perfectly positioned to help overcome market barriers, it is important that we take the remainder of this program and help lead the industry to act in a fashion that is ethical and beneficial to the growth of the solar market in California and the rest of the nation.

CCSE has identified a goal to support customer advocacy and help overcome fraud as a solar market barrier. The CSI Program will work closely with other entities in California who have a stake in maintaining proper business practices and the health of California’s economy. For example, CCSE will work with the Contractors State License Board (CSLB), a branch of the Department of Consumer Affairs, to create a CSI collateral piece that has the stamp of the CSLB in helping to validate our efforts to reinforce with contractors how to properly behave in this industry.

We will also hold a number of workshops relying upon CSLB expertise in delivering information on customer contract structuring to help the industry understand best practices. In addition, we plan to create customer advocacy marketing material for homeowners that leverages CSLB messaging. This collateral will be designed to educate the public on spotting red flags when it comes to qualifying and assessing contractor bids and understanding what is incorporated in a legally binding contract.

Similarly, the CSI Program will work directly with entities such as the Better Business Bureau to create material that cross-references CSI outreach with their leadership in marketplace trust. As the industry continues to mature, we think there is value in incorporating their outstanding rating system and business accreditation with our efforts to deliver qualified and trusted consumer information. CCSE would also like to work with the Energy Division to incorporate the BBB’s rating tool on the eligible and qualified solar contractors list on gosolarcalifornia.com to provide customers easy reassurance when they are vetting and choosing a safe solar contractor.

CCSE also plans to continue to work closely with CALSEIA to ensure the solar market lives by the fundamental canons described in its Code of Ethics. As a leader in California’s solar industry, CALSEIA holds sway regarding industry best practices in technology, installation and ethics. CCSE will continue to host joint workshops similar to the “Solar Sales and Marketing Ethics Training” held in November 2009.

CCSE will partner with SDG&E's DSM program staff to educate solar customers on the financial benefits resulting from implementing energy efficiency and cost savings through DSM programs such as Savings by Design, Express Efficiency Program and On-Bill Financing. Education collaboration will include targeting customers such as schools, local government, military and state agencies to help them meet energy savings goals. Through partnership with SDG&E, CCSE will work to increase solar contractor DSM program awareness and encourage them to offer bundled solutions to customers or to form partnerships with firms that provide complementary services. As California policy shifts to embrace and promote efficiency on an increasingly practical level, the solar industry is potentially well-positioned to take advantage of this evolution. At the same time, current solar installer business models will need to evolve as these new market opportunities. It is thus important that CSI outreach take an integrated view of solar as part of the broader energy services arena, and in relation to the emerging building performance industries.

Also in 2010, CCSE will aim to address solar workforce development through an alliance with solar industry employers. Leveraging and working with its website the Green Career Network, CCSE will launch the associated Employers Association with the solar industry and provide one regional site with the go-to information about training, jobs etc. related to solar and a networking opportunity for solar employers and solar employment seekers. This effort dovetails well with ARRA workforce training funding that CCSE has been awarded in the areas of solar thermal and energy efficiency.

Interactive Outreach – Web Enhancements

Contractors regularly report that the vast majority of solar customers in the greater San Diego Gas & Electric service area have broadband access and are increasingly relying on the Web for informational resources and bill paying. Thus, in 2009, CCSE prepared our new website to better support video clips, interactive trainings and additional resources and is setting a goal to enhance our portal on the *Go Solar, California!* website.

In 2010, further web enhancements include content development and maintenance to support development of the *Go Solar, California!* website as well as the CSI portion of the CCSE website.

In support of the CPUC's goal to increase energy efficiency awareness, CCSE proposes a "reduce then produce" energy efficiency page to help drive the EE initiative for solar. CCSE would also like to create an informational blog on our site that posts also on gosolarcalifornia.org as well as a section that highlights rebate recipients with photos and testimonials. In addition, we would like to progress toward our goal regional thermometer for our site and our portal on the GSC site. CCSE would like the page to link to various related program information pages and use this as a staging point for collaboration with EE, DSM and other statewide solar programs such as NSHP and SASH. CCSE also suggests adding a Solar Thermal calculator to the Clean Power Solar Estimator on the *Go Solar, California!* website.

Solar Map

In the 2009 interim plan, CCSE requested an additional \$100,000 to develop a solar map (sd.solarmap.org). This map branded with the *Go Solar, California!* logo launched in July 2009 in support of the CSI program and of the City of San Diego's designation as a "Solar America City." It serves both to highlight the City's and region's accomplishments in using and promoting solar energy and to market and to educate home and business owners on the benefits of solar power and how to acquire it. We see the Map as a foundational platform that merits ongoing effort to manage and expand to effectively inform and guide consumers and other stakeholders

to the information that best serves them. The map has seen some success since its launch with 4,001 visits (76.51% new visits) and 5,513 page views with an average time on site of 1:22.

CCSE now respectfully requests a carry-over of the allotted additional 2009 CSI M&O funds to be utilized for the ongoing *Go Solar, California!* mapping tool project to further its development and enhancements and support marketing efforts to drive awareness of the tool.

Among the enhancements we plan to complete in 2010 are:

- Precise evaluations of solar potential for publicly-owned buildings and major institutions throughout the City of San Diego and the region as a whole. SDG&E service territory covers a large geographical area, and detailed analysis of all buildings is beyond the budget and scope of the mapping project. However, public and institutional facilities are the most important to characterize in the near term, given their potential positive impact on the program and the solar marketplace;
- Further development of locally tailored decision making tools for residents and businesses
- Development of “widgets” that will enable solar installers to integrate Solar Map functionality into their web sites;
- Integration of property-assessed financing programs as they roll out in the various jurisdictions.

MASH

Having received applications that account for more than 100% of available Track 1 funds, CCSE’s 2009 CCSE’s marketing and outreach approach proved effective. CCSE leveraged local city, county and community organizations for the majority of marketing and outreach as they already had a wide reaching involvement with the affordable housing community. With the remaining funds, CCSE held numerous well attended informational workshops with topics including basic program design, Virtual Net Metering and the Track 2 grant process. CCSE also hosted a conference that focused on greening San Diego’s affordable housing stock. Univision TV, Channel 17 covered the event and interviewed MASH program manager Jeremy Hutman to publicize the program.

In 2010, the majority of MASH marketing will revolve around Track 2. Along with providing a MASH update and highlighting Track 2 at Housing California 2010, there will be several coordinated Track 2 workshops between the PA’s in the next few months. CCSE will also work to develop a case study on the first winning Track 2 bid that was awarded in Q4, 2009 and will seek to publicize the award to increase awareness of the program. If Track 2 does not get the desired result this funding cycle (projects worthy of receiving incentives above the Track 1 rate) emphasis might return to Track 1, which will require additional workshops.

M&O-related Labor Allocation – Methodology

CCSE utilizes its on-staff marketing and outreach teams to execute M&O efforts on behalf of all programs the organization administers. Each of the teams’ staff members contributes some element of their time and expertise to CSI M&O and bills accordingly.

CCSE finds the practice of working with in-house teams to be the most effective way to ensure quality, knowledgeable and mission-oriented marketing and outreach support. These staff members are able to coordinate with and learn from program staff on a continual basis and

thereby more cost-effectively develop a better understanding of program goals and needs than would contract or outsourced staff. Since we do not hire out our marketing and outreach teams, we define an allocation of billing along the lines listed below. Generally, tasks that involve planning and/or require more solar or CSI-program expertise are billed to the admin budget and tasks that are defined more as doing, including such things as writing press releases, designing ads etc. and require more marketing or outreach expertise are billed to the M&O budget. The budget allocations for each M&O category include any associated M&O labor, but do not include associated Admin labor.

M&O-related Labor Allocation Table

| Project | Associated Tasks | Admin | M&O |
|--|--|-------|-----|
| Training and Education | | | |
| Installer, Business and Homeowner Training | Conduct CSI-sponsored workshops including Solar Shade, Financing Options, Permitting Process etc. | x | |
| | Secure room, refreshments and place descriptions in related calendars etc. | | x |
| | Process evaluations and send follow up surveys | | x |
| Supply Chain and Customer Education & Outreach | Conduct CSI-sponsored workshops including third party, solar job search, Solar for Homeowners, etc. | x | x |
| | Secure room, refreshments and place descriptions in related calendars etc. | | x |
| | Process Workshop evaluations and send follow up surveys | | x |
| Online Training Sessions and Resources | Develop series of live trainings, conduct live trainings on the internet | x | |
| | Create content, web links, landing page, tracking, copy edit/proof | | x |
| CREB/PACE etc. Stakeholder Training | Conduct CSI-sponsored workshops to ensure proper understanding of these programs | x | |
| CSI Newsletter | | | |
| | Planning, contribution on behalf of CCSE as PA, conference calls, correspondence, reporting, | x | |
| | Design layout/logos, create content, web links, landing page, tracking, copy edit/proof, test/launch, purchase credits | | x |
| | Create/maintain photo database | | x |
| Digital Direct Mail | | | |
| | Planning, negotiation, comments, MOARFing/CPUC approval, submit | x | |
| | Create and design content, web links, landing page, tracking, copy edit/proof | | x |
| Direct Mail | | | |
| | Planning, negotiation with SDG&E and/or other partners, list preparation, comments, MOARFing/CPUC approval, submit | x | |

| | | | |
|--|--|---|---|
| | Create and design content, web links, landing page, tracking, copy edit/proof | | x |
| Radio Advertising/PSAs | | | |
| Radio Advertising/PSAs | Planning, negotiation, MOARFing/CPUC approval, submit | x | |
| | Create content, web links, landing page, tracking, copy edit/proof | | x |
| Eye on Green | Meetings, negotiation, correspondence, conference calls, MOARFing/CPUC approval, submit | x | |
| | Create and design content, web links, landing page, tracking, copy edit/proof, record testimonials | | x |
| Print Advertising | | | |
| | Planning, negotiation, MOARFing/CPUC approval, | x | |
| | Create and design content, web links, landing page, tracking, copy edit/proof | | x |
| Marketing Collateral | | | |
| Brochure, Fact Sheets etc. | Planning, meetings, MOARFing/CPUC approval | x | |
| | Create and design content, web links, landing page, tracking, copy edit/proof | | x |
| Media Relations and Outreach | | | |
| Public Relations/Media | Outreach planning, releases, advisories, research, interview, copy edit/proof | | x |
| | Pitch calls, e-mails, dialogue btw PR and media representatives | | x |
| | Interviews with CSI/subject-matter-expert staff | x | |
| Press Conference/Check presentations | Coordinate with media, create content, copy edit/proofing | | x |
| Bundled Outreach - Events and Person-to-Person Marketing | | | |
| Sustainable Energy Week | Planning, meetings, negotiation, MOARFing/CPUC approval, submit | x | |
| | Create brochure, flyer, supplement, e-blasts, radio ads, signs, video, web links, landing page, tracking | | x |
| | Conference speaker selection, panel planning and presenting - CSI staff | x | |
| Other Outreach and Person-to-Person Marketing (Solar Energy Month, SANDEES, Street Smart, Community Events, Trade shows) | Planning, meetings, negotiation, MOARFing/CPUC approval, submit | x | |
| | Create flyer, supplement, e-blasts, signs, video, web links, landing page, tracking | | x |
| | Non-CSI staff outreach -- tabling, answering basic questions | | x |
| | CSI staff outreach - tabling, presenting, answering more complex questions | x | |
| | CSI trade show booth coverage -- solar industry, high level outreach | x | |
| Solar Map | | | |
| | Planning, meetings, correspondence, MOARFing/CPUC approval, submit | x | |

| | | | |
|--|---|---|---|
| | Further implementation, create web links, landing page, tracking, e-blasts | | x |
| Cooperative Marketing Efforts | | | |
| Go Solar, California! Website | Conference calls, comments | x | |
| | Create content, web links, landing page, tracking, copy edit/proof | | x |
| Solar/Energy Efficiency Fact Sheet | Planning, meetings, conference calls, correspondence, MOARFing/CPUC approval, | x | |
| | Create content, web links, landing page, tracking, copy edit/proof | | x |
| CSI Monthly Newsletter | (See above) | | |
| Alliances and Co-Promotions | | | |
| Ethics /Fraud Collateral and Web updates | Planning, meetings, conference calls, MOARFing/CPUC approval, submit | x | |
| | Create content, web links, landing page, tracking, copy edit/proof, print | | x |
| Better Business Bureau Collateral/Site | Planning, meetings, conference calls, MOARFing/CPUC approval, submit | x | |
| | Create content, web links, landing page, tracking, copy edit/proof, print | | x |
| CALSEIA /SDG&E Collaborations | Planning, meetings, conference calls, MOARFing/CPUC approval, submit | x | |
| | Create content, web links, landing page, tracking, copy edit/proof, print | | x |
| Miscellaneous Admin Activities | | | |
| Budget | Planning, meeting to discuss budget, create content, tracking | x | |
| Marketing Plans and Responses | Planning, meetings, create content, response, comments, approval | x | |
| Workshop Evaluations | Planning, meetings to discuss finding and outcomes | x | |
| | Tracking, reporting, content design and creation, design, copy edit/proofing | | x |
| Interactive Outreach | | | |
| | Create and design content, web links, landing page, tracking, copy edit/proof | | x |
| MASH | | | |
| | Conduct workshops, hold press conference | x | |
| | Create and design content, web links, landing page, tracking, copy edit/proof | | x |

Budget

| CCSE PY2010 CSI Interim Marketing and Outreach Budget | |
|--|-----------|
| Newsletter | \$30,000 |
| Training & Education | \$100,000 |
| Direct Mail | \$30,000 |
| Interactive Outreach | \$15,000 |
| Radio Tags/PSA | \$90,000 |
| Newspaper and Magazines | \$40,000 |
| Public Relations/Media | \$15,000 |
| Marketing Collateral | \$25,000 |
| Online Training | \$10,000 |
| Bundled Outreach | \$90,000 |
| Alliances and Co-Promotions | \$40,000 |
| Cooperative Marketing Efforts | \$15,000 |
| Subtotal | \$500,000 |
| | |
| Solar Map | \$100,000 |
| MASH | \$25,000 |
| | |
| Total CSI - General | \$600,000 |
| Total CSI - MASH | \$25,000 |